

18 July 1954

MEMORANDUM FOR: See Distribution List

SUBJECT: Preparation of Documentary Material for  
General Mark Clark's Study

1. As indicated on 16 July 1954, it will be necessary to have a carefully prepared assembly of documentary material, with graphics and appendices in dummy style, by 30 July 1954 so that it can be put into final shape and forwarded to the DE/1 by 2 August 1954 or shortly thereafter, for later review by him and by the Chairman of the CIA Task Force that is preparing for the forthcoming Study.

2. The textual portion will consist of either an introductory or concluding over-all statement for the Office as a whole, and individual statements on the historical development of parts of the Office, stressing organization build-up and change, and the developing concepts that brought these changes about; successive accomplishments pointing, as much as possible, toward increasing effectiveness and efficiency; and trends toward meeting current objectives and the major problems involved in so doing. The assignments for the preparation of these various parts have already been made.

3. The Administrative Staff will prepare as rapidly as possible necessary statistical information from the time CRR was created to the present, preferably on the basis of six-month periods. This statistical information will be broken down by the major activities now being used in budget submissions. The data will include information on the number of personnel in each activity, the total expenditures for each activity, selected expenditures, data on the use of consultants, and data on training. This background information will be made

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to those preparing the historical statements and can be used where they add significantly to the historical treatment.

4. In writing the various parts, each individual concerned must use his best judgment in determining the level of treatment. The statements must be informative, purposeful, accurate, and must emphasize those aspects in the development of the Office and its parts which should be of interest to General Clark's Committee. The Committee is primarily concerned with surveying the effectiveness and efficiency of the overt side of the CIA organization to determine whether the various activities carried on by the organization are properly placed and justifiable in magnitude. Excessive detail should be avoided, since such detail will detract from the effectiveness of the presentation of the more significant developments.

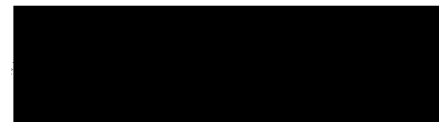
5. Those preparing statements on Economic Defense and the EIC should coordinate with [REDACTED] in his work on economic research in general to see if their contributions can be worked into an overall contribution on the developments in the economic research field within OMR.

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6. [REDACTED] will have responsibility for overseeing the work of this task force, and questions relating to the exercise can be directed to him.

7. I shall call a meeting on 26 or 27 July to discuss progress on this work.



OTTO E. GUINE  
Assistant Director  
Research and Reports

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